DOCUMENT RESUME

ED 367 769 CE 064 260

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TITLE Smart Training: The Manager's Guide to Training for Improved Performance.
REPORT NO ISBN-0-07-010164-7
PUB DATE 92
NOTE 273p.
AVAILABLE FROM McGraw-Hill, Inc., Princeton Road, Hightstown, NJ 08520.
PUB TYPE Books (010) -- Guides - Non-Classroom Use (055)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Adult Education; *Competence; *Corporate Education; Cost Effectiveness; Industrial Training; *Job Skills; Models; *On the Job Training; Skill Development; *Training Methods; Training Objectives
IDENTIFIERS *Learning Organizations

ABSTRACT

This book describes and advocates "smart training," an approach to on-the-job training that helps employees gain competence and empowers them to act to satisfy customers. The book is organized in 16 chapters grouped into 4 parts. Part 1 outlines the basics of smart training, including its performance base, the need for initial analysis, and the process that trainers go through to create training. Part 2 looks at competence and mastery; it includes chapters on competence, mastery, goal training, core competence, and how competence is used. Part 3 suggests how to pick the most cost-effective training for a firm's needs. It examines the following: principles of economical training; high-tech training methods such as video, computer-based training, and multimedia; just-in-time training, and intelligent job aids and other methods of effective training. The final part relates the first three parts to the idea of the learning organization, describing the important characteristics of a learning organization and how smart training can help a firm develop these characteristics. It also recaps the major ideas of the book and takes a final look at strategic and tactical learning. Throughout the book, examples from major companies are used. The book contains a guide to media and methods that summarizes the advantages and disadvantages of all the major training methods, and a bibliography listing 93 books and articles. (KC)

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